



SONOMA COUNTY

# Recovery & Resiliency Framework

## Acknowledgements

The County of Sonoma Recovery and Resiliency Framework is the culmination of the dedication, hard work, and expertise of many individuals representing multiple organizations, agencies, jurisdictions and communities in the state and County.

Their leadership and participation through various working groups, coordination committees, and task forces were invaluable in shaping the Recovery and Resiliency Framework, a first step in formulating plans for implementation.

The County is especially grateful to the hundreds of community members who participated in the community meetings and surveys and shared many thoughtful and creative ideas.

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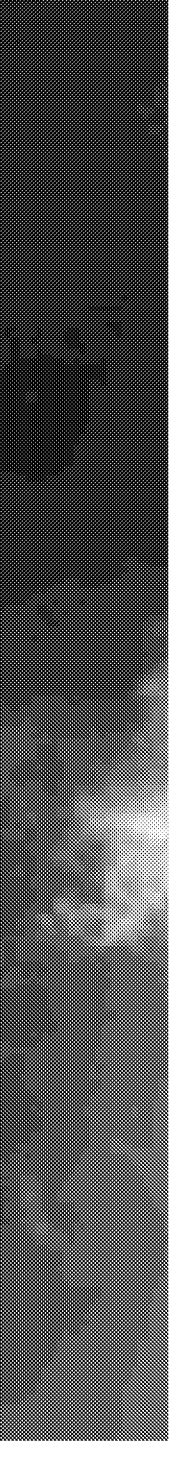
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## Board of Supervisors' Statement

California is experiencing one of the most challenging years in its history, as it battles devastating wildfires across the state. The October 2017 Sonoma Complex Fires event had a profound impact on the Sonoma County community. As we rebuild and heal, we are mindful that even as we focus on future planning in the aftermath of our own fire event, our neighboring counties are dealing with fire containment and response, the displacement of community members, and the reality that recovery will be a long and difficult process.

While we as a County and our people and communities work to rebuild, we are resolved to bounce back from the fires better than before. We have a lot of work to do, but we are committed to becoming stronger and more resilient to future disasters—whatever they may be.

The Recovery and Resiliency Framework represents the County's long-term vision in a resilient future. The Framework also represents a call to action and partnership. Community support and collaboration following the wildfires was a Sonoma County strength. We need to continue proactive, ongoing collaboration before the next disaster strikes, so that we leverage our resources, understand the challenges from many perspectives, effectively manage risks, and capitalize on the many planning efforts already underway.



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Our first step to institutionalize this level of collaboration was to establish the Office of Recovery and Resiliency in December 2017. This Office will work with County department heads to lead and coordinate all recovery efforts in the County with a long-term, strategic approach. Under the leadership of the County Administrator, Office of Recovery and Resiliency staff will be focused on ensuring that the County views the work we do to recover through a unified resilience lens.

With the approval of this Recovery and Resiliency Framework, the Office will continue to coordinate with partners to implement prioritized recovery efforts over the next five years. Together, we will create a stronger and more resilient community—one that is ready to adapt to, withstand, and rapidly recover from whatever disaster lies ahead.

Sincerely,

Sonoma County Board of Supervisors

# FOREWORD

On October 8, 2017, one of the most destructive wildfires in California history raged through Sonoma County. The fires devastated lives, homes, livelihoods, and the natural landscape and challenged our community's sense of safety and security. The emotional trauma was severe and will continue to have long-lasting effects. But even during those initial days of uncertainty, our community rallied to protect our neighbors, support first responders, safeguard our natural resources, and meet residents' most basic needs. Throughout the fires, we learned that our community is resourceful, strong, and resolute.



“It is vital that  
our whole  
community  
continues to  
talk to each  
other and  
find ways  
to recover  
together.”

—COMMUNITY  
MEMBER



On October 8, 2017, one of the most destructive wildfires  
**in California history** raged through  
Sonoma County.



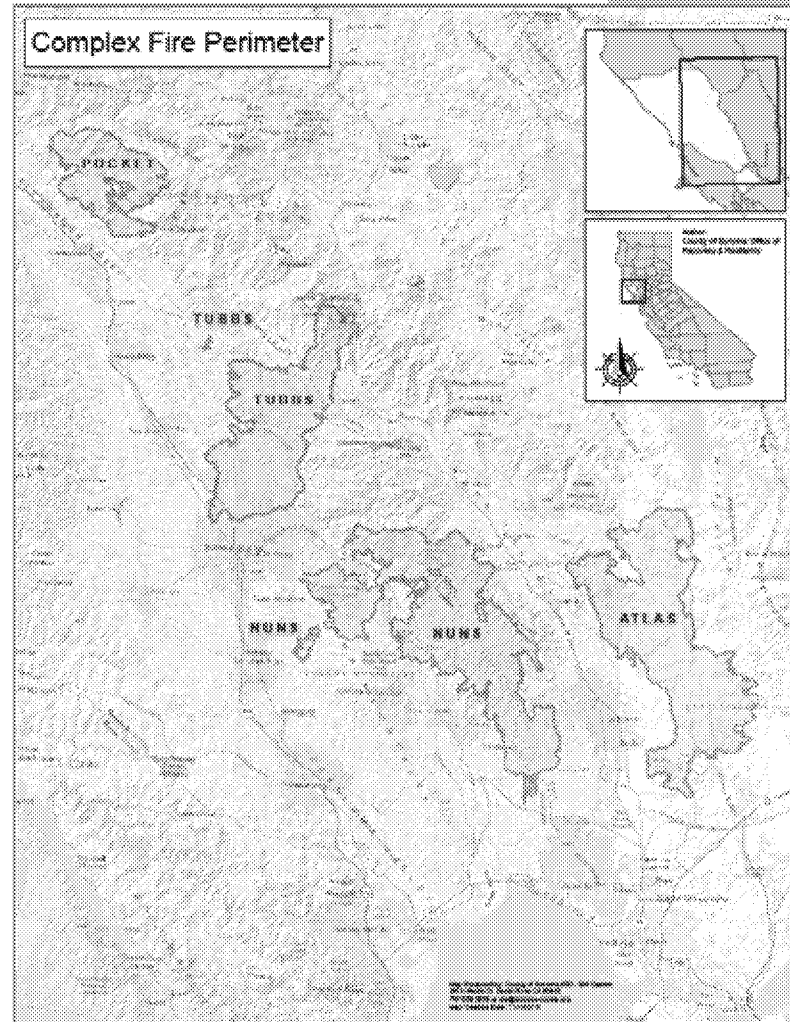
## LONG-LASTING EFFECTS



## FOREWORD

Over a year later, the community continues to heal. Signs of recovery are visible, though there are formidable challenges ahead. County government leaders are committed to improving our ability to ensure access to and delivery of services during future disasters. Disasters are inevitable and we must be prepared the next time disaster strikes. With the help of community partners, we will take actions to recover and become more resilient. Our success depends on our ability to recover from setbacks, adapt to change, and emerge better and stronger than before.

### The Sonoma Complex Fires





# EXECUTIVE SUMMARY

In December 2017, the County Board of Supervisors established the Office of Recovery and Resiliency to work with County department heads to lead and coordinate recovery efforts in the County. The Office was tasked with taking a long-term, strategic approach, and to develop an integrated framework for recovery that incorporates a long-term vision for a more resilient future.

## ABOUT THE FRAMEWORK

The Recovery and Resiliency Framework is a vision for how the County will recover from the October 2017 wildfires, a vision for a resilient future, and an approach to achieve it. It capitalizes on our County's strengths and identifies the investments we need to keep Sonoma strong. The Framework is a foundation for integration of recovery efforts County-wide, and is informed by residents, community partners, County departments, cities and other jurisdictions in the County.

The Framework draws from the structure, functions, roles, and principles in the Federal Emergency Management Agency's *National Disaster Recovery Framework* (NDRF). Like the NDRF, our Framework serves as a platform and forum for the ways the County and community build and sustain recovery capabilities. A focus of the Framework is planning and preparedness before a disaster occurs. That includes coordination with partners, risk mitigation, continuity planning, identifying resources and developing capacity to manage the recovery process.

The Framework is structured around recovery efforts in five strategic areas – Community Preparedness & Infrastructure, Housing, Economy, Safety Net Services, and Natural Resources. Proposed actions are included for each strategic area, though many actions and goals involve multiple areas.

## EXECUTIVE SUMMARY

# CORE PRINCIPLES FOR RECOVERY & RESILIENCY PLANNING

The ways that we plan for the next disaster, incorporate input, collaborate to build the right capabilities, mitigate threats, care for our citizens, and implement the goals and actions in this Framework are guided by the following core principles:

- Social Equity
- Pre-Disaster Recovery Planning
- Leadership and Local Primacy
- Engaged Partnerships
- Timeliness and Flexibility
- Resilience and Sustainability
- Unity of Effort
- Psychological and Emotional Recovery

## RECOVERY ROLES & RESPONSIBILITIES

Successful recovery from a disaster of the magnitude of Sonoma Complex Fires will not be achieved by any one entity. Coordination involving many recovery partners will be needed to optimize resources, improve partnerships, and take advantage of available opportunities. Key roles and responsibilities during recovery include the following:

- Individuals and Households
- Private Sector
- Nonprofit Sector
- Local Government
- State Government
- Federal Government

## EXECUTIVE SUMMARY

# COMMUNITY ENGAGEMENT

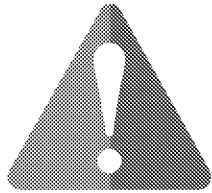
Throughout 2018, the Office of Recovery and Resiliency has engaged the community in a variety of ways to listen to residents' concerns, ideas and suggestions. The Office will continue to engage the community by sharing information, resources, and updates, and will continue to gather community input on the direction and priority of recovery activities. Key strategies used to gather community input into the Framework are: Board workshops; community groups and stakeholder meetings; recovery planning community meetings; an online survey; and input collected by email and through other community surveys.

## STRATEGIC AREAS OF RECOVERY & RESILIENCY

Disaster preparedness is a shared responsibility. How we recover and whether we become more resilient depends on the contributions of the whole community. To be prepared, we must identify and prevent threats, protect our citizens, mitigate risks, and build capacity to respond quickly and effectively. The five strategic areas of recovery and resiliency are: Community Preparedness & Infrastructure, Housing, Economy, Safety Net Services, and Natural Resources. This Framework offers a vision and goals for each area, and identifies potential priority actions. The full list of possible actions, including suggestions from the community and community partners, is posted on the Office of Recovery and Resiliency website at [www.sonomacounty.ca.gov/ORR](http://www.sonomacounty.ca.gov/ORR).



## EXECUTIVE SUMMARY



### COMMUNITY PREPAREDNESS & INFRASTRUCTURE

As a result of the devastating fires, individuals, organizations, and communities have come together and strengthened their resolve to make Sonoma County more prepared. There are many challenges, but also many opportunities to build on the collaboration among individuals, community groups, nonprofits, and governmental agencies during the fire response to help further preparedness goals.

**Vision:** The vision for this area, which is informed by the significant input received from community members of is that Sonoma County residents, communities, and public and non-governmental agencies are prepared to adapt and recover when disaster strikes. This includes having effective warning systems that send emergency notifications to the entire community; ensuring critical infrastructure is protected and operational; and activating situational awareness and systems for decision-making.

**Goals:** The proposed actions for priority implementation include establishing a first-class comprehensive warning program with innovative technology and state of the art situational awareness; meeting future challenges by redesigning the County Emergency Management Program, providing additional resources, and recommitting to the County's public safety missions; leading, supporting and training community liaisons to build and sustain individual and neighborhood preparedness, including underserved populations; and making County government more adaptable to provide continued services in disasters through comprehensive planning, a more empowered workforce, and improved facilities and technology.

## EXECUTIVE SUMMARY



### HOUSING

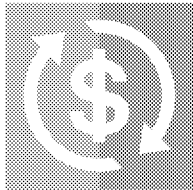
The October 2017 wildfires exacerbated the already severe housing shortage in the County.

Post-fire, displaced fire survivors, both homeowners and renters, continue to experience significant housing challenges.

**Vision:** Sonoma County envisions a housing market that is in balance; is resilient and climate smart at the regional, neighborhood, and homeowner scale; is affordable to area workers and individuals with access and functional needs; is where communities of color and other historically disadvantaged groups, including individuals with limited or no English proficiency and immigrants, have equal and fair access; respects designated community separators and urban growth boundaries; has a diversity of homes located near transit, jobs and services; and is where the economy is vital. To achieve this vision, the County is embracing a new regional approach to produce 30,000 new housing units by 2023.

**Goals:** Over the next several years, the County will focus on attracting new and expanded sources of capital to incentivize the creation of housing for all income levels; increasing regulatory certainty by changing the County's business model and actively seek opportunities to deepen regional cooperation; supporting rebuilding fire destroyed homes; and exploring the use of County-owned property to attract housing development that aligns with County goals.

## EXECUTIVE SUMMARY

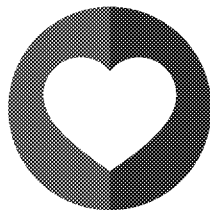


### ECONOMY

Almost every business that participated in a survey conducted by the County Economic Development Board reported adverse impacts from the fires. Businesses reported direct physical loss, loss of sales, disruptions to power and broadband services, and dislocated workers. Local business leaders provided valuable input into the County's vision that Sonoma County actively partners with local employers to become a resilient, inclusive, and economically diverse community.

**Vision:** Through public-private partnerships, Sonoma County businesses and residents emerge with greater capacity to address persistent local challenges and are resilient to future disasters.

**Goals:** The County will continue to focus its efforts on developing and supporting a variety of workforce development efforts that contribute to rebuild efforts, resiliency and long-term economic vitality in Sonoma County. It will also continue to support local businesses to thrive by ensuring access to resources, developing partnerships, and providing entrepreneurial support.



### SAFETY NET SERVICES

Safety Net Services refers to services such as behavioral health, assistance with obtaining food and medical benefits, financial assistance, animal services and protection. The need for these services intensified during wildfire response and will continue to be high throughout the long recovery process.

**Vision:** The vision for this strategic area is that Sonoma County will restore and improve resiliency of health and social services systems, networks, and capabilities to promote equity, independence, and well-being for the whole community.